

D R A F T (20 May 1974)

The President  
The White House  
Washington, D. C. 20500

Dear Mr. President:

Thank you for your most encouraging letter of March 22, 1974, and its reinforcement of your earlier directives that I assume leadership of the Intelligence Community. Since I took the oath in your presence last September 4th to fulfill these duties, I am pleased to report a general spirit of cooperation and collaboration among the different elements of the Intelligence Community. The committee structures established in your November 5, 1971, directive (National Security Council Intelligence Committee, Intelligence Resources Advisory Committee, and United States Intelligence Board) have been active and useful vehicles for the determination of substantive and resource questions affecting the Intelligence Community.

During Fiscal Year 1974 we have been implementing the Objectives approved in your letter of September 25, 1973. I hope the annual report on these Objectives, to be filed after the end of the fiscal year, will be satisfying to you. A number of steps have been taken which in my view improve the responsiveness of the Intelligence Community to your needs, those of the National Security Council and, to the extent consistent with the protection of

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intelligence sources and methods, those of the Congress. There have also been a number of specific steps taken of an organizational and procedural character which I believe have focused the Intelligence Community on higher priority needs and increased the effectiveness of our collection and analytical operations.

A fundamental element of my attempt to respond to your long-term goals of November 5, 1971, has been the effort to establish substantive intelligence needs as the driving force for the Intelligence Community. Organization, evaluation and resource allocation should <sup>be related to</sup> (seek) the satisfaction of such intelligence requirements. I am pleased to report a general acceptance of a new venture in this area, the identification of Key Intelligence Questions for Fiscal Year 1974, which your September 25th letter encouraged me to produce. This guidance for what the Intelligence Community should cover will be used as the base point for the evaluation of our effectiveness at the end of the fiscal year. We are still working out the details to implement this process fully, but I believe the substantive intelligence needs of our customers are coming to dominate discussions and decisions about the Intelligence Community.

Carrying on the process described above, and still responsive to your November 5, 1971, long-term goals, I submit herewith for your approval the Objectives of the Intelligence Community for Fiscal Year 1975. The first

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group of these I have termed "Substantive Objectives," describing the output I believe you would expect of the Intelligence Community during Fiscal Year 1975. These Substantive Objectives would be used as the base for the development of more detailed Key Intelligence Questions which I would issue to the Intelligence Community with the approval of the National Security Council Intelligence Committee. A second set is named "Resource Management Objectives," dealing with the interaction of the members of the Intelligence Community and the allocation of resources to and among them. These would be further articulated into sub-Objectives which I would issue to the Intelligence Community, after consultation with the Office of Management and Budget, and reflect in my December submission to you of recommendations for a consolidated intelligence program budget, including tactical intelligence. These two sets of Objectives will become the basis for my annual report to you of how effectively the Intelligence Community performs during Fiscal Year 1975.

I would welcome your approval, modification or discussion in the National Security Council Intelligence Committee of these recommended Objectives for 1975.

Respectfully and sincerely,

W. E. Colby

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SUBSTANTIVE OBJECTIVES

1. Provide reliable, timely and comprehensive assessments of Soviet policies and intentions in the political, security and economic fields, to include the dynamics of and factors affecting Soviet leadership and decision-making.
2. Provide reliable, timely and comprehensive data and assessments of current and future Soviet military and political capabilities to exert influence or power outside the USSR, especially with respect to the United States, its forces and its allies. In particular, monitor Soviet compliance with and positions with respect to the Strategic Limitation (SALT) agreements, the Limited Test Ban Treaty, and the Mutual Balanced Force Reduction and similar negotiations.
3. Provide reliable, timely and comprehensive data and assessments of Chinese internal and external policies and capabilities with respect to the United States, its allies and the USSR.
4. Provide reliable, timely and comprehensive data and assessments on political and security situations or crises significantly affecting U. S. interests or requiring U. S. action (e.g., Arab-Israeli relations, South and Southeast Asia, the European Community, Latin America).
5. Provide reliable, timely and comprehensive data and assessments in support of U. S. international economic policy decisions and negotiations.

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RESOURCE MANAGEMENT OBJECTIVES

1. Evaluate and determine the performance of the Intelligence Community in meeting the substantive objectives contained in FY 1974's Key Intelligence Questions, and report the conclusions to the National Security Council Intelligence Committee for review and comment.
2. Review the programs of the Intelligence Community in the Intelligence Resources Advisory Committee and submit to the President, through the Office of Management and Budget, recommendations for a consolidated intelligence program budget, including tactical intelligence. Present and support the approved budget to the Congress.
3. Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board, with respect to:
  - a. The production of national intelligence responsive to Key Intelligence Questions, developed from Presidentially approved Substantive Objectives and approved by the National Security Council Intelligence Committee;
  - b. Formal and informal collaboration of the individual agencies and staffs of the Intelligence Community, to ensure the objectivity and clarity of intelligence products;
  - c. The interaction of national and tactical intelligence;

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d. The proper integration of all intelligence to produce the best possible results;

e. The protection of intelligence sources and methods; and

f. Longer-term projection for planning of intelligence needs in the years ahead.

4. Stimulate research, development and application of techniques and procedures to improve intelligence collection, processing, analysis, production and presentation, with particular attention to product improvements and cost savings.

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